

## CHAPTER 26

### TRAINING AND DEVELOPMENT

#### Section I - General

1-1. **Purposes.** The purpose of this chapter is to establish responsibilities, policies, and procedures for the Human Resources Development (HRD) Program for National Guard technicians. Title 5, United States Code (USC) Chapter 41, and Title 5, Code of Federal Regulations (CFR), Parts 410 and 412, require issuance of regulations to prescribe the policies and responsibilities and the establishment of programs for training and development (T&D). The Technician Personnel Regulation (TPR) 400 and this chapter meet these requirements and provide The Adjutant General regulatory guidance to establish and operate the HRD program at state level.

1-2. **Responsibilities.**

a. **The Adjutant General (TAG).** The Adjutant General is responsible for ensuring technicians receive training when needed to improve their proficiency in their present job, enhances their career progression and managerial/supervisory skills and abilities.

b. **The Human Resources Officer (HRO).**

(1) Provides guidance and direction for the Technician HRD Program and ensures that the program is designed and operated to meet the National Guard mission, policies of TAG, and the provisions of the TPR 400.

(2) Participates on the ANG Financial Management Resources Board and the ARNG Program Budget Advisory Committee (PBAC) to ensure that appropriate training funds are allocated to meet technician T&D requirements.

(3) Reviews the training portion of the ARNG State Operating Budget (SOB) to ensure that it contains appropriate justification and meets HRD and priority requirements.

c. **The Human Resources Development Specialist (HRDS).** The HRDS administers the technician HRD program for the TAG and HRO.

(1) Develops local policy and procedures in accordance with National Guard regulations or directives for the technician mission related training and the overall local HRD program.

(2) Reviews, compiles, and sets schedule for preparing local needs assessments; develops an annual technician HRD plan that includes provisions to meet mandatory training needs, as well as unexpected or unplanned training needs that may arise during the year.

(3) Develops, executes, and monitors the local training budget (including tuition, registration fees, and travel for training) and maintains appropriate documentation of training requests and ensures obligation of funds in accordance with training priorities and annual funding plan (AFP). Justifies and defends the budget and recommends transfer of funds from other accounts or programs to meet high priority partially financed requirements.

(4) Establishes and maintains a system to manage course planning, scheduling of resources, advertising and publicizing training opportunities, registering, and documenting instances of training.

(5) Provides advice and assistance to managers and supervisors on HRD issues and career counseling to technicians regarding training and development opportunities.

(6) Monitors compliance with negotiated agreements of labor organizations relating to training and development.

(7) Manages and processes training and educational data and requirements in the Defense Civilian Personnel Data System (DCPDS) and Army Training Requirement and Resource System (ATRRS). This includes input of training completion in DCPDS. The HRDS updates professional licenses and credentials and the cost to the National Guard in the DCPDS.

(8) Publicizes availability of training and self-development and, in conjunction with managers and supervisors, evaluates the effectiveness of completed training.

(9) Establishes local policies for payment and reimbursement of certification fees, and professional memberships based on the needs of the state.

(10) Assists acquisition and contracting personnel in obtaining and documenting certifications and warrant levels in DCPDS as required by CFR, OPM and NGB guidance.

(11) Serves as a member of the ANG Financial Working Group and the ARNG PBAC.

**d. Managers and Supervisors.**

(1) Determine T&D required for effective and efficient mission accomplishment.

(2) Identify T&D needs of their subordinates. Use the performance appraisal cycle to determine assigned employees' training needs and assist supervisor in developing or updating

employee's Individual Development Plan (IDP). NGB Form 650, Individual Development Plan Form and Instructions, is at Appendix 26.

(3) Ensure that employees complete mandatory training and that employees are released to attend training as scheduled.

(4) Implement and execute the state HRD plan.

(5) Evaluate the effectiveness of completed training.

e. **Training Coordinators.** Training Coordinators coordinate HRD functions for managers and supervisors, assist with the implementation of the HRD program, and serve as liaisons with the HRDS.

f. **Employees.** Employees are responsible for self-development, applying and successfully completing authorized training, based on individual and organizational development plans. Ensure that education and training histories in their personnel records are updated and current to show developmental accomplishments.

(1) Share the benefits from the training activity with co-workers.

(2) Assist in training other employees.

(3) Maintain proficiency in job performance.

### 1-3. **Definitions.**

a. **Agency** means the Alabama Army National Guard.

b. **Technician** means any military or competitive technician employed by the Adjutant General of Alabama.

c. **Government Facility** means any property owned or substantially controlled by the Government and the services of any civilians and military personnel of the Government acting in their capacities.

d. **Interagency Training** means training provided by one agency for other agencies or shared by two or more agencies.

e. **Non-Government Facility** means:

(1) The government of any State, Territory, or possession of the United States, the government of the Commonwealth of Puerto-Rico, and any interstate governmental organization, or any unit, sub-division or instrumentality of any of the foregoing.

(2) Any medical, scientific, technical, educational, research, or professional institution, foundation, agency or organization.

(3) Any business, commercial, or industrial firm, corporation, partnership, proprietorship or any other organization.

(4) Any person not a civilian or military officer or employee of the government of the United States or of the Government of the District of Columbia.

f. **Training** means the process of providing or making available to an employee, and placing or enrolling the employee in a planned, prepared and coordinated program, course, curriculum, subject, system, or routine of instruction or education in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which are or will be directly related to the performance by the employee of official duties for the Government in order to increase the knowledge, proficiency, ability, skill, and qualifications of the employees in the performance of official duties.

g. **Training through Government Facilities** means training conducted by civilian or military personnel of the Government acting in their official capacities, or property owned or substantially controlled by the Government. All other training is “training through non-government facilities”.

h. **Official Duties** are the authorized duties, which the technician is presently performing or can be reasonably expected to perform in the future.

i. **Service School** includes all training conducted on a regular and repetitive basis by the military services. Special “onetime” or infrequent indoctrinations conducted by the military services are not considered to be service schools for the purposes of this policy.

j. **Course of Instruction** includes training programs conducted by government agencies or activities other than military services (e.g., Office of Personnel Management) and non-government training programs (e.g., factory training programs, college or university conducted courses, etc.).

1-4. **Military Uniform Requirements.** Excepted service technicians will wear appropriate military uniform when attending courses, conferences, workshops, seminars, or similar functions in a duty status, whether the function is held at a military or civilian facility. Only by exception, may NGB-HRT, the AG or an official designated by the AG authorize wear of civilian attire for good and sufficient reasons. Such authority should be used rarely.

## **Section II - Training Needs and Application**

2-1. **Determining training needs.** The first step in the identification of training needs is to identify the knowledge, skills and abilities required to obtain maximum effectiveness in the official technician position. Each supervisor must analyze the individual's performance against established standards to determine the technician qualifications required to perform duties and responsibilities of the position. Full opportunity, consistent with merit system principles, to participate in training and development will be given to every technician who with a T&D need and meets standards and requirements prescribed by law, executive order, or regulations. Opportunity to participate in T&D activities will be without regard to race, color, religion, gender, national origin, age, handicap, or other inappropriate factors. The only proper consideration is the need for T&D. Technicians will not personally profit financially nor be required to incur a financial loss as a result of participating in T&D.

2-2. **Applying Training Resources to Needs.** In applying training resources to needs, the supervisor must determine the most economical and effective means of training which supports the overall mission priorities. The resources available to select from are:

- a. On-the-job training.
- b. Military Service Schools (This includes the National Guard Professional Education Center).
- c. A government interagency school (Federal Agency other than DoD) i.e. Office of Personnel Management.
- d. A non-government source, i.e., AT&T.

2-3. **Selection and Assignment of Priority Training.** Technician training must be given a priority determination using the following guidelines:

a. **Priority 1** - Training and development necessary to achieve and maintain tactical, operational, and strategic readiness consistent with guidance from the Office of the Chairman of the Joint Chiefs of Staff. This includes Training and Development that must be accomplished or it will have an adverse impact on the mission or will result in a violation of law. It includes mandatory training required by statute, presidential directive, CFR, or NGB; training to ensure that all units are at the appropriate level of readiness; training needed for operational support, to include new equipment training and training needed for new programs; and training needed by technicians for acceptable performance.

- b. **Priority 2** - All other training and development.

## 2-4. **Interagency Training.**

a. Technicians will attend training in technician status when training relates more to their technician than their military duties, when it consists of developmental courses primarily designed for civilian employees, or when such attendance is to develop them in their civilian/technician status. When the course relates equally to military and technician duties, attendance may be in either status as determined by the Adjutant General or designee; consideration should be given to cost avoidance.

b. Before technicians attend military service schools they must be advised of the following:

(1) The following statement will be placed on travel orders of technicians attending military service schools in technician status: "Training in a technician status is authorized under TPR 400."

(2) Limited military privileges available (e.g. commissary, open messes, or exchange privileges).

(3) Comply with policy in paragraph 1-4 regarding the wear of the military uniform.

(4) Government quarters must be used if available. Also, government quarters will be occupied based on military grade.

(5) Technicians attending military service schools in technician status are covered by the OWCP and its governing regulations for an on-the-job injury under this status. Technicians attending military service schools in military duty status or technician status will be expected to perform additional duties required of another class member.

(6) May be required to travel on military aircraft or other government transportation.

2-5. **Training Through Non-Government Facilities.** Authority for approval of the use of non-government facilities for technician training is assigned to the Human Resources Development Specialist (HRDS). The HRDS is also responsible for ensuring requested training of this nature complies with all requirements established in this chapter. Requests for non-government training must be initiated on a SF 182 and forwarded to the HRO sufficiently in advance to enable complete review for regulatory compliance prior to obligation of funds for procurement of the training.

## 2-6. **National Guard Professional Education Center Training.**

a. The proponent Courses at the National Guard Professional Education Center (PEC) have been designated for the purpose of meeting the training needs of Army National Guard

personnel assigned to certain full time positions. This training is designed for incumbents of positions for which a proponent course has been established.

b. By 1 September of each year, Commands will be provided an index of all proponent courses offered at PEC for that fiscal year.

c. By 1 March of each year, Commands will be required to provide the HRO with requested PEC quotas for the following fiscal year. These requests will be consolidated and forwarded to PEC. Once quotas are received, they will be sub-allocated to each command.

d. Spaces for PEC courses are limited, so it is critical that selected individuals attend the courses. Exception may be approved for emergencies. However, it is the responsibility of the Commanders and/or supervisors to locate an alternate to replace the excused individual.

e. Non-proponent programs, workshops and seminars offered at PEC will be announced by the HRO. Individuals interested in attending these courses may apply by submitting a SF 182 through their chain of command.

#### **2-7. Training and Development Expenses.**

a. Technician training funds will be used only for or in support of technician training and development activities.

b. Payment for the training and development of technicians will not be made “after-the-fact.” All training and development must be approved by the HRDS and funds obligated prior to beginning of training. Before services are agreed upon, all non-Government training is required to be properly documented procurement contract from the state USPFO or a SF 182.

c. If a technician fails to successfully complete a training course, the Adjutant General may initiate action to recover non-salary expenses and/or treat it as disciplinary action depending upon the full circumstances. Consideration will be given to whether the technician was properly assisted in order to complete the training successfully and whether there is evidence of technician negligence in the case of uncompleted training.

#### **2-8. Policy of Attendance at Professional Meetings.**

a. The National Guard supports attendance of technicians in meetings of recognized professional and technical societies, associations and organizations that are relevant to the performance of official duties. In addition to other laws and regulations governing meetings and conferences, the following criteria applies:

(1) Organizational favoritism will be avoided.

(2) When representing the National Guard and United States Government technicians

are not authorized to accept membership in private organizations with the intent of implying sponsorship by the National Guard or United States Government. Participation by technicians in the management and control of such organizations is prohibited where congressional authorization is not apparent.

(3) Participation by technicians in the determination or conclusions of private organizations or associations in a manner to suggest compliance by the Government is prohibited without National Guard Bureau or congressional authorization.

b. Attendance at Government expense is not authorized unless:

(1) The Adjutant General has approved attendance at meetings of technical, scientific, professional or other similar organizations.

(2) One or more of the following criteria is met by the actual nature of the meeting, convention, or assemblage of the private or non-federal society, association, or similar organization.

(a) It is in connection with actual participation in specific programs of or within the Department of Defense and/or National Guard.

(b) It will produce tangible contributions to the execution of assigned National Guard missions programs.

(c) It is in connection with properly assigned technician duties.

(d) It is for the purpose of acquainting the public with the programs and functions of the Department of Defense and/or National Guard.

c. In no instance will expenses be paid for attendance at meetings where technicians participate or attend as individuals to transact the business or affairs of the private organization with it being the principal recipient of the benefits accruing, and the benefits to the Government are incidental.

d. Volume II of the Joint Travel Regulation (JTR) authorizes expenditure of Government funds for attending professional meetings and conference that are not for training. Technician training funds cannot be used.

2-9. **Controlling Resources.** The overall control of ARNG training funds is the responsibility of the Human Resources Office. Any obligation of funds will be controlled by the HRO. ANG training funding will be provided locally through the Wings and GSU's via The Department of the Air Force.



2-10. **Submitting Applications.** Applications for courses will be submitted using a SF 182. Assistance in completing the applications may be obtained by contacting the Human Resources Development Specialist in the HRO.

2-11. **Evaluation of Training.** All training will be evaluated on SF 182. Training evaluations will be forwarded to the HRO no later than 2 weeks after the course is completed.